

GEF Council Meeting
May 25 – 27, 2014
Cancun, Mexico

Agenda Item 19

REPORT OF THE SELECTION AND REVIEW COMMITTEE

Recommended Council Decision

The Council, having reviewed document GEF/C.46/11, *Report of the Selection and Review Committee*, takes note of the SRC's recommendation to the Council to offer Mr. Juha Uitto the position of Director of the GEF Independent Evaluation Office.

INTRODUCTION

1. This document presents to the Council a recommendation from the Selection and Review Committee (SRC) to appoint **Mr. Juha Uitto**, currently Deputy Director at the UNDP Independent Evaluation Office, as successor for Mr. Robert D. van den Berg, whose term as Director of the GEF Independent Evaluation Office (IEO) expires on September 11, 2014.
2. The SRC makes this recommendation in view of the Council's decision at its meeting in November 2013, requesting the SRC to carry out the recruitment process and present one candidate for the Council's consideration at its meeting in May 2014.

SUMMARY OF THE RECRUITMENT PROCESS FOR THE NEW DIRECTOR OF THE INDEPENDENT EVALUATION OFFICE

3. **Terms of Reference for the new IEO Director.** Consistent with the SRC's mandate to “oversee the processes for appointing...the Director of the GEF Independent Evaluation Office”, and following the Council's decision at its November 2013 meeting, the SRC—based on inputs from the World Bank Human Resources Department and the IEO Director—developed Terms of Reference (TOR) for the vacancy (*Annex 1*). The TOR was approved by the Council in November 2013.
4. **Process overview.** The Council requested the SRC to implement a recruitment process in which the World Bank Human Resources Development – Talent Acquisition (HRDTA) conducts the search subject to SRC oversight and approvals at key stages in the process. Specifically, the recruitment process included the following steps:
 - (a) **Advertisement.** The vacancy was advertised on the GEF and the World Bank websites, in the Economist and the Financial Times (both print and electronic versions), and on a range of professional evaluation networks. The vacancy was open for approximately three weeks and closed on January 31, 2014. A total of 169 applications were received. Two applicants subsequently withdrew their application leaving a total of 167 applications. Of the 167 applicants, 28 (17%) were female, and 78 (47%) were developing-country nationals.
 - (b) **Long-listing.** All 167 applications were screened by a staff from the IEO, a staff from the GEF Secretariat, as well as the World Bank's HR department. Consistent with the selection criteria in the job advertisement, the SRC decided that all applications should be screened on the basis of five criteria: (i) Does the candidate have more than 15 years of relevant experience? (ii) Has the candidate managed evaluation offices or units for more than 5 years? (iii) Does the candidate have a relevant advanced degree? (iv) Is the candidate recognized internationally as a leader in evaluation? (v) Does the candidate have knowledge of relevant UN, MDB or NGO strategies, processes and instruments? A total of 12 candidates were deemed to meet the criteria for long-listing by all reviewers. To ensure that no potentially competitive candidates were left out, an additional 16 “tier-two” applicants—defined as applicants whom at least one reviewer thought met the minimum criteria—were reviewed a second time. Of these, it was decided to include an additional four applicants on the long-list, resulting in a long-list consisting of 16 applicants.

- (c) **Short-listing.** A shortlisting committee consisting of one representative from the SRC, on senior technical staff from the GEF Secretariat and two high-level experts from evaluation departments of GEF agencies was established. The short listing committee met on March 18, 2014. The meeting was facilitated by a senior staff from the World Bank HR department. The committee carefully reviewed all 16 candidates against the TOR's merit criteria and identified the top five candidates to be interviewed for the job of Director of the GEF IEO. In making its recommendation, the committee noted its satisfaction with the strength of the short list, and—while the short list is based on the professional assessment of the candidates, according to the selection criteria in the advertisement—also noted its satisfaction that the short list contained candidates of both sexes as well as candidates from both developing and developed countries. The SRC reviewed the committee's report and concurred with its recommendation.
- (d) **Interviews and reference checks.** An interview panel consisting of two members of the SRC, a senior staff of the GEF Secretariat and two high-level technical experts from evaluation departments in GEF agencies was established. Interviews with all candidates took place on April 8, 2014. The interviews confirmed the strengths of the short list. All five candidates performed at very high levels. The Panel selected two candidates for whom the World Bank Human Resource Department conducted reference checks to confirm suitability for the job.
- (e) **Recommendation.** The Panel, upon further careful consideration, decided to recommend to the SRC Mr. Juha Uitto. In making this recommendation, the Panel noted that Mr. Uitto scores very high across all required profile requirements (Mr. Uitto's CV is attached as *Annex 2*). In particular, the Panel was impressed by Mr. Uitto's intellectual presence and his exceptionally strong appreciation and knowledge of environment and evaluation, which the Panel considered great assets for the job. Mr. Uitto has produced a number of pioneering papers and methodologies in this domain, and is a globally recognized leader in the environment evaluation field. The Panel noted that Mr. Uitto has received an honorary award by the European Evaluation Society for his significant contribution toward environmental evaluation, and has a book being published before summer 2014. Mr. Uitto expressed a strong belief in evidence-based, quantitative approaches and emphasized the importance of in-depth stakeholder consultations throughout evaluation processes for the ultimate usefulness of evaluations. In his current position, Mr. Uitto has demonstrated strong leadership and management skills, and the Panel noted that his calm and thoughtful demeanor will serve the GEF IEO well, including in its interactions with the Council, the GEF Secretariat and other stakeholders. Finally, the Panel noted Mr. Uitto's strong passion for the job, and that his deep knowledge of the GEF would enable him to pursue a gradual furthering of GEF IEO's strategic direction.

COSTS OF THE RECRUITMENT PROCESS

5. In November 2013, the GEF Council approved a Special Initiative budget of up to US\$50,000 to complete the recruitment process for the GEF IEO Director. This was based on an estimated cost of advertisement of approximately US\$25,000, and an additional allowance of US\$25,000 for additional costs that could be incurred if it was decided to conduct face-to-face interviews with the final candidates—however, face-to-face interviews were not expected.

6. The total cost of the recruitment process is approximately US\$24,000, of which US\$19,000 was spent on advertisement, US\$2,000 on reference checks, and an additional US\$3,000 on travel and lodging for one member of the interview panel and for one of the interviewed candidates.

RECOMMENDATION OF THE SRC TO THE GEF COUNCIL

7. The SRC, having reviewed the documentation for the recruitment process, and having met on April 24 and on May 5, 2014, unanimously agrees to recommend Mr. Juha Uitto to the Council as the new Director for the GEF IEO.

ANNEXES

Annex I: Terms of Reference for the Director of the Independent Evaluation Office

Annex II: Curriculum Vitae – Dr. Juha Uitto

ANNEX I

The Global Environment Facility Director of the Independent Evaluation Office Terms of Reference

Background / General Description

The Global Environment Facility (GEF) is a financial mechanism that provides grant and concessional funds to recipient countries for projects and activities to protect the global environment. The governance structure of the GEF includes an Assembly, a Council, a Secretariat, a Scientific and Technical Advisory Panel and an independent Evaluation Office. Projects financed by the GEF are implemented by ten GEF Agencies. GEF is open to universal membership, and currently 183 countries are members. A Council comprising 32 Members appointed by constituencies of GEF member countries governs the GEF. An Assembly of all member countries meets every four years at the ministerial level.

GEF is designated as a financial mechanism for several international environmental conventions: the Convention on Biological Diversity, the UN Framework Convention on Climate Change, the Stockholm Convention on Persistent Organic Pollutants, the Minamata (Mercury) Convention and the UN Convention to Combat Desertification. Furthermore, it provides support on international waters issues. Since its inception as a pilot facility in 1991, GEF has committed over \$11 billion in grants to over 2,700 projects in more than 160 developing countries and transitional economies. Available funding for GEF activities in the period 2010 to 2014 is \$4.25 billion (5th replenishment period). The 6th replenishment negotiation is scheduled to be completed in 2014.

Context of the Independent Evaluation Office

The Independent Evaluation Office (IEO) is an independent unit within the GEF. The Director of the Office reports directly to the governing Council of the GEF. The IEO's mission is to improve results of the GEF through excellence in evaluation.

The IEO is directly responsible for independently evaluating the GEF's efficiency, effectiveness, relevance, impact and sustainability; making recommendations to improve the organization's performance; appraising the GEF's evaluation and monitoring systems; promoting cooperation with the evaluation heads of the GEF Agencies and other international agencies, including environmental agencies, and assisting developing countries to build effective M&E systems and associations. The IEO also aims to improve the GEF's work by identifying and disseminating the lessons learned from its findings. The role and responsibilities of IEO and other partners in monitoring and evaluation are fully described in the GEF Monitoring and Evaluation Policy, which was approved by the Council in 2010.

The IEO team is made up of 17 staff in different categories, working in five teams, with an annual budget of more than \$4 million. The Council reviews, discusses and approves the four year work plan and budget of the Office for a replenishment period, which includes the Overall Performance Study of the GEF which that informs the next replenishment period.

The position will become vacant in September 2014. Consistent with the GEF M&E policy and the GEF ethical guidelines for M&E for the avoidance of conflict of interest in independent evaluation, the position will be offered on the basis of a 5-year term, with the possibility of a one-time, non-renewable extension of up to 5 additional years. The Director can only be removed by decision of the Council. The Director is ineligible for (re)employment in the GEF or in the GEF units of GEF Agencies.

Duties and Accountabilities

General

The IEO Director is directly accountable to the GEF Council on evaluation matters, including the evaluation program and budget of the Office. Furthermore, the Director reports directly to the Council on all other matters related to the functioning of the Office, including human resources and technical and administrative issues. The Office operates independently within the general context of service agreements between the GEF CEO (on behalf of the GEF Secretariat) and the World Bank in its role as administrative host of the GEF.

The Director's performance is appraised annually by the Selection and Review Committee (SRC) of the GEF Council. The Director submits a self-assessment and performance related goals to the SRC and discusses these with the SRC, which on this basis formulates a proposal to the GEF Council for a performance related salary adjustment within the salary framework of the World Bank.

Specific

The functions and responsibilities of the IEO over which the Director will have accountability, are as follows.

1. Implementation of the strategic direction and oversight provided by Council in the:

- Preparation and drafting (or updating) of the GEF M&E policy for GEF Council decision;
- Preparation and drafting of four-year work plans for replenishment periods and annual work programs and budgets for Council decisions;
- Provision of individual evaluation reports and annual summary reports on findings and recommendations from evaluation streams, including follow-up of evaluation findings and recommendations;
- Arrangement of special meetings with Council members, when appropriate and necessary.

2. Providing overall direction in the management of resources as follows:

- Preparation of plans and work programs covering methodology development as well as evaluations at the portfolio, program, strategy, and overall GEF level;
- Ensuring sound budgeting and resources management in evaluations and operations of the Office, in line with World Bank rules and procedures;
- Implementing the work program and managing its component activities within budget, staff and time constraints.

3. Management and Coordination of Staff and Team Performance:

- Responsible for the recruitment, hiring, and retention of the most qualified professional candidates for the IEO, while fostering and developing a culturally diverse workplace;
- Assignment of evaluation tasks;
- Managing IEO staff and coordinating the inputs of GEF Secretariat, STAP and GEF Agencies and other stakeholders on evaluation issues;
- Monitoring team performance; appraise staff and provide timely constructive feedback, to develop and foster professional excellence;
- Clarifying performance expectations through Results Agreements, assessing strengths and development needs of individual staff through Development Action Plans;
- Providing coaching and mentoring for IEO staff; recommending suitable training as appropriate;
- Maintaining open communication, fostering team work and resolving conflict within the IEO and across stakeholders.

4. Strengthening Institutional Relationships:

- Between the GEF and its member countries, the Secretariat, the GEF Agencies, STAP, and other key stakeholders on M&E matters;
- Cooperating with the evaluation units in the GEF Agencies, and working with as the GEF Secretariat and Agency GEF coordinating units, ensuring that the M&E practices of these agencies are in accordance with the GEF M&E policy and M&E minimum standards;
- Collaborating with the professional evaluation networks of the UN and the International Financial Institutions, to ensure the IEO continues to follow best international practice.

5. Feedback and Knowledge Management:

- Ensuring feedback of evaluation results into the decision-making processes in the GEF at policy, strategy, program and project levels;
- Tracking and reporting follow-up on all evaluation related decisions of the GEF Council through the Management Action Records;
- Participating in the development and maintenance of a comprehensive GEF knowledge management system based on evaluation findings and lessons;
- Ensuring active communities of practice through social media on evaluation and on environmental issues, for example through Climate-Eval (www.climate-eval.org) which is hosted by IEO.

Selection Criteria

a. Qualifications

- Strong record in providing management and intellectual leadership of evaluation offices or units, the successful candidate will typically have at least 15 years of relevant management experience in evaluation, research, policy formulation, etc., including at least 5 years as evaluation manager;
- An advanced degree (Ph.D. or Masters) in a relevant area of expertise such as Evaluation, Social Sciences, Economics, Climate Change, Development, Environmental or Natural Sciences or similar fields.
- Recognized internationally as a leader in evaluation.
- Strong analytical aptitude, with substantial background and direct experience in evaluation and relevant analytical work.
- Sound knowledge and understanding of operational strategies, processes and instruments of the GEF Agencies.
- A track record of independent and objective judgment; must demonstrate the ability to focus evaluations on both accountability and learning and have the skill to formulate higher level evaluative judgments and especially recommendations with a problem-solving perspective;
- Excellent teamwork and interpersonal skills, with the ability to operate collaboratively across organizational boundaries.
- Highly developed communication and diplomatic skills, able to function effectively at the highest-levels in a multi-cultural setting and a track record of building and maintaining partnerships with governing bodies, management and a wide variety of stakeholders.
- Proactive, inclusive and innovative, with an open and collegial work style and the ability to listen and integrate ideas from divergent views.
- Demonstrated management skills in leading a complex and diverse team.
- Willingness to travel internationally to represent the Office.
- Complete fluency in verbal and written English is essential. Proficiency in other UN languages is a plus.

b. Corporate Managerial Competencies

- *Courage of your Conviction:* Outstanding GEF managers demonstrate the confidence in their convictions and the integrity to express themselves to peers and superiors even if it is easier or more comfortable to refrain from speaking up. They have the confidence, balanced with humility and judgment, to operate with the intent of doing what is right for the GEF and its clients
- *Leading the Team for Impact:* Outstanding GEF managers focus on the GEF purpose and mission in order to provide on-going clarity and vision to their teams. They align capabilities and resources around the GEF mission. They create an energizing and empowering work environment where people are engaged and have the resources necessary to do their jobs, while holding team members accountable for results and improvement.

- *Influencing Across Boundaries:* Outstanding GEF managers persuade, convince and create buy-in for ideas and initiatives in order to advance GEF's goals and strategies.
- *Fostering Openness to New Ideas:* Outstanding GEF managers create open and innovative climates for the people around them. They are transparent, open to divergent views and encouraging of these attributes in others. They promote broad thinking and frank discussion, welcoming others' input into the decision-making process, and they build on others' ideas.
- *Building Talent for the Future:* Outstanding GEF managers build people's capabilities for the future by supporting and leveraging the diversity of staff in terms of their race, gender, nationality, culture, educational and professional backgrounds. They create growth opportunities for others, encouraging them to stretch beyond their current experience or comfort zone. They provide ongoing feedback and development, including long term career development and mentoring, as well as hold their team members accountable for developing others.

Short listed candidates will be asked to supply references and also provide waivers that will enable background checks to be conducted.

CURRICULUM VITAE: DR. JUHA ILARI UITTO

Current position and contacts

Deputy Director, Evaluation Office
United Nations Development Programme (UNDP)

220 East 42nd Street, rm. 2040
New York, NY 10017
E-mail: juha.uitto@undp.org or juhauitto@rcn.com
Tel: +1-646-781-4215 (office) or +1-347-463-0869 (cell)

Education

PhD, Social and Economic Geography, University of Lund, Sweden, June 1989
MSc, Geography (Development Studies), Helsinki University, Finland, October 1982
BSc, Geography, University of Helsinki, Finland, May 1981

Employment history

August 2009- Deputy Director, Evaluation Office, UNDP

Leadership and strategic planning: Supports the Director of Evaluation Office in providing intellectual and organizational leadership and strategic guidance to UNDP's evaluation function and the implementation of the UNDP evaluation policy. Develops the annual work program for the office which encompasses all streams of work including approximately 12 evaluations annually, corporate support and evaluation knowledge management. Responsible for fostering an environment of methodological rigor and professional empowerment of the Evaluation Office team to live up to the high standards expected by the stakeholders.

Management oversight and supervision: Exercises management oversight in the implementation of the substantive overall program of work of the office. Directly supervises senior evaluation and operations staff. Provides direct inputs to policy and methodological positions of the office. Responsible for assuring quality and substantive guidance to evaluations, and management of issues relating to policy, political sensitivity, credibility and use of evaluations.

Administrative, financial and human resource management and accountability: Responsible for oversight and accountability of core resources currently at USD 8 million per year and extra-budgetary funds mobilized from donors. In managing the accountability and ensuring smooth functioning of the office, exercises oversight and executive responsibility over the office budget, recruitment of staff and consultants, all financial expenditure and procurement, and operations support. Oversees the human resources of the office, including 23 full-time staff and a large number of short-term consultants and researchers.

Partnerships: Provides strategic support and inputs to the Director in enhancing partnerships within and outside the UN system. Manages partnerships with key bilateral donors, OECD/DAC Development Evaluation Network, the Evaluation Cooperation Group of multilateral development banks, and regional evaluation associations. Mobilized significant funding (>USD 1 million) for Evaluation Office operations.

Manager and core team member of the following evaluations made available to the UNDP Executive Board and member countries for accountability and policy and program improvement:

- Impact Evaluation of GEF/UNDP Support to Protected Areas and Surrounding Landscapes (joint evaluation with GEF Evaluation Office) (associate evaluation manager), 2013~
- Evaluation of the UNDP Strategic Plan (evaluation design and member of core team), 2012-2013
- Assessment of Development Results in India: Country-level Evaluation (evaluation manager), 2011-2012
- Contribution of UNDP to Environmental Management for Poverty Reduction: The Poverty-Environment Nexus (evaluation design and manager), 2009-2010
- Assessment of Development Results in China: Country-level Evaluation (evaluation manager), 2009-2010

Other specific duties and achievements:

- Member of Steering Committee, Evaluation of the GEF Small Grants Program (joint evaluation with GEF Evaluation Office), 2013~
- Advisor to the Real-time Evaluation of Norwegian International Climate and Forests Initiative, 2010~
- Advisor to the UNEP Review of the Arrangements adopted Pursuant to the "Synergies Decisions" on Cooperation and Coordination among the Basel, Rotterdam and Stockholm Conventions, 2012
- Executive Coordinator of the United Nations Evaluation Group (UNEG), 2009-2012; 2014~
- Co-chair of NONIE 2012 (Network of Networks on Impact Evaluation) meeting, Rome, Italy, April 2012 (250 participants)
- Leadership in the International Conferences on National Evaluation Capacity (Morocco 2009, South Africa 2011, Brazil 2013)

January 2006 – July 2009 Evaluation Advisor & Team Leader, Program Evaluation, Evaluation Office, UNDP

Co-led the Program Evaluation Team, with responsibility for evaluation of UNDP's country and regional programs, especially in Asia and the Pacific, Arab States, and Europe and CIS. Planned and managed the program evaluation agenda and maintained communications with UNDP Regional Bureaus. Member of Evaluation Office management team. Supervised task managers, consulting teams and support staff working on programmatic evaluations.

From September 2008 to June 2009, acted as Evaluation Advisor for GEF-funded programs. Member of Quality Assurance Peer Group to the Fourth Study of GEF's Overall Performance.

Active participant in UNEG: member of the Country-Level Evaluation Task Force (2006-2009; elected co-chair in 2008); Evaluation Practice Exchange Task Force (2007-2008); and Impact Evaluation Task Force (2009).

Manager of following evaluations made available to the UNDP Executive Board:

- Evaluation of UNDP Work with Least Developed Countries Fund and Special Climate Change Fund Resources, 2009

- Evaluation of the Regional Cooperation Framework for Arab States, 2008-09 – Undertook case studies in Egypt and UAE
- Evaluation of the Role and Contribution of UNDP in Environment and Energy, 2007-08 – Undertook case studies in China, Kenya, Malawi and Thailand; For effective dissemination, organized workshops on Environment and Sustainable Development: The Role of Multilateral Institutions jointly with World Bank Group/IEG in New York, and with Norad, World Bank/IEG and UNEP in Oslo.
- Evaluation of the Regional Cooperation Framework for Asia and the Pacific, 2007 – Undertook case studies in Laos, Sri Lanka and Thailand
- Joint Evaluation of GEF Activity Cycle and Modalities, 2006-2007 – Member of core evaluation group of the joint evaluation by GEF, UNDP, World Bank, ADB and UNIDO
- Assessment of Development Results in Lao PDR: Country-level Evaluation, 2006 – Task manager and team member in charge of evaluating the Environment and Energy program

July 2002 – December 2005 Senior Monitoring and Evaluation Coordinator, UNDP/GEF

Managed and participated in evaluations of GEF-funded operations requiring complex interagency arrangements amongst the GEF partners. Coordinated UNDP's inputs into GEF corporate evaluations, including the Third Study of GEF's Overall Performance.

In charge of developing tools and methods in support of M&E of GEF-funded operations, including indicators for crosscutting strategic priorities such as capacity development and adaptation to climate change. Developed a comprehensive web-based M&E resource kit to support GEF-funded operations in the regional units and country offices.

Developed and managed UNDP/GEF M&E Lessons Learned publication series. Was in charge of UNDP/GEF knowledge management products.

Major evaluations:

- Evaluation of the Role of Local Benefits in Global Environmental Programs, 2004-05 – Member of core team of joint evaluation by GEF, UNDP and World Bank; undertook case study of UNDP/GEF Optimizing Development of Small Hydel Resources in Hilly Regions of India project
- Specially-Managed Project Review of UNEP/GEF Reversing Environmental Degradation Trends in South China Sea and the Gulf of Thailand project, 2004 – Member of evaluation team; undertook field visits to sub-projects in Thailand and Indonesia
- China Energy & Environment Outcome Evaluation, 2003 – Advisor (development of a method and approach; participated in evaluation mission)
- Midterm Evaluation of GEF-funded South Pacific International Waters Program covering 13 countries, 2003

April 1999 – April 2002 Senior Monitoring and Evaluation Specialist, Global Environment Facility

Planned, managed and participated as team member in three major GEF-wide interagency evaluations whose findings were communicated to the GEF Council and influenced policy-making and strategies in GEF:

- Medium-sized Projects Evaluation, 2001-2002 – Evaluated implementation of MSP modality in GEF; undertook case studies in Guatemala and Peru

- International Waters Program Study, 2001-2002 – Assessed three approaches to environmental management of transboundary waters; undertook case studies of two projects in Brazil
- Multicountry Project Arrangements, 1999-2000 – Analyzed multicountry arrangements to address transboundary environmental problems; undertook case study on Lake Victoria (Kenya, Tanzania)

Coordinated the GEF-wide annual Project Implementation Review process, involving the three implementing agencies (UNDP, UNEP and World Bank), and drafted the document for presentation to the Council.

Led the development of methodologies adopted by the GEF family for monitoring and evaluation of specific interventions, notably: (i) incorporating capacity development into project design and evaluation; and (ii) programmatic indicators for the international waters focal area. In charge of the GEF M&E knowledge management and publications, including lessons learnt notes and other reports.

September 1990 – April 1999 Senior Academic Program Officer (1997-1999); Academic Program Officer (1990-1997), United Nations University (UNU)

Developed and managed UNU's environment and sustainable development research, training and capacity building program with increasing levels of responsibility. During my tenure the program expanded considerably with significant external funding from multilateral sources, bilateral donors and the private sector.

Initiated and managed 'People, Land Management and Environmental Change' project operating through locally-based clusters in 12 countries in Asia (China, Papua New Guinea, Thailand), Africa (Ghana, Guinea, Kenya, Tanzania, Uganda) and Latin America and the Caribbean (Brazil, Jamaica, Mexico, Peru). Raised USD 6.2 million for the project from GEF and UNFPA. The innovative project had policy impact both in the participating countries and the GEF, being the first GEF-funded biodiversity project in production landscapes, and was rated highly successful by an external evaluation commissioned by UNEP.

Other programs developed and coordinated: 'Water Resources Management and Governance,' 'Sustainable Development in Mountainous Regions' and 'Urban Social Vulnerability and Disaster Risk.' Developed and managed several research and training programs focusing on sustainable development, natural resources and environmental hazards involving collaboration with developing country organizations, universities and research institutes, and the UN system (including UNEP, UNESCO and FAO).

Organized some twenty international conferences, workshops and symposia in the UNU Center in Tokyo as well as in several developing country partner organizations. UNU focal point on publications in environment and sustainable development. Developed a series for UNU Press on Water Resources Development and Management.

April 1989 – August 1990 Consulting Manager, Rural Development, Finnconsult Oy

Part of the management team of Finnish development consulting firm, in charge of business development in the fields of rural development and population. Ensured contracts and undertook assignments for project appraisal in Nepal and Kenya (FINNIDA) and designing M&E system for a project in Zambia (IFAD). Home office coordinator of a large Finnish-funded agricultural cooperative development project in Western Province of Zambia with four full-time consultants in the field.

Designed, co-directed and taught courses on project design and evaluation for Finnish implementing agencies.

January 1988 – April 1989 Research Fellow, Scandinavian Institute of African Studies

Carried out research on population and urban development in Kenya. Supervised scholarship holders. Served on the editorial board of the Institute's journal. Undertook consulting assignments for project appraisal in Kenya and Zambia (FINNIDA) and a final project evaluation in Zambia (Swedish Cooperative Center).

November 1984 – November 1987 Associate Expert, International Fund for Agricultural Development (IFAD)

As member of Monitoring and Evaluation Division, participated in the technical review committee and methodological development to ensure that IFAD projects would utilize adequate and up-to-date M&E systems. Worked on developing participatory approaches to project M&E and communications. Managed the organization of a major workshop on M&E of irrigation projects with the Asian Development Bank in Manila, Philippines.

Participated in midterm reviews of IFAD-funded projects in Pakistan (with ADB) and Turkey (with the World Bank); project preparation and appraisal missions, with particular responsibility for M&E design in China (with the World Bank), Egypt (with FAO Investment Center) and Papua New Guinea (with ADB); and project supervision missions in Indonesia and Papua New Guinea.

Other professional and academic contributions

Relevant publications (full list available upon request):

- *Evaluating Environment in International Development* (editor and contributor of 3 chapters), Earthscan-Routledge (2014; to be published in April)
- 'Evaluating Environment and Development: Lessons from International Cooperation,' *Evaluation* (2014)
- 'Evaluating Sustainability Education: Lessons from International Development Experience,' *Higher Education* (with P.H. Koehn) (2013)
- 'Evaluating Post-Conflict Assistance,' chapter in book *Assessing and Restoring Natural Resources in Post-Conflict Peacebuilding* (with S. Nanthikesan) (2012)
- 'Evaluating the Contribution of UNDP to Equity-Focused Public Policies in Brazil and China,' chapter in book *Evaluation for Equitable Development Results* (with O.A. Garcia) (2012)
- 'Sustainable Development of Natural Resources in Laos: Evaluating the Role of International Cooperation,' *Asian Journal of Environment and Disaster Management* (2011)
- 'Contributing to Global Benefits or Supporting Local Sustainable Development: Evidence from a Global Evaluation of UNDP's Program,' chapter in book *Evaluating Climate Change and Development* (with H.M. Stewart and M.P. Wells) (2009)
- 'Overview of Climate Change Mitigation Evaluations: What do We Know?' chapter in book *Evaluating Climate Change and Development* (with S. Tokle) (2009)
- 'Global Environmental Benefits through Local Development of Clean Energy? The Case of Small Hilly Hydel in India,' *Energy Policy* (with R.V. Reddy, D.R. Frans and N. Matin) (2006)
- 'Improving Public Involvement and Governance for Transboundary Water Systems: Process Tools Used by the GEF,' chapter in book *Enhancing Participation and Governance in Water Resources Management: Traditional Approaches and Information Technology* (with A.M. Duda) (2005)

- 'Multi-country Cooperation around Shared Waters: Role of Monitoring and Evaluation,' *Global Environmental Change* (2004)

Membership in professional and academic societies:

- International Development Evaluation Association (IDEAS)
- American Evaluation Association (AEA)
- European Evaluation Society (EES)
- Association of American Geographers (AAG) – Co-chair of local organizing committee for AAG Annual Meeting 2012 in New York (8,000 participants)
- American Geographical Society (AGS) – Councilor 2003-2009
- International Geographical Union (IGU)
- International Water Resources Association (IWRA) – Board Member 2001-2003
- World Seismic Safety Initiative (WSSI) – Board Member 1996-99

Visiting and advisory positions in academia:

- Rutgers – State University of New Jersey, Division of Global Affairs, Visiting Faculty 2013 (coordinated and co-taught Graduate Course on Global Development Policy)
- Kyoto University, Japan, Inter-Graduate School Program on Sustainable Development and Survivable Societies, International Advisor 2012~
- International Program for Development Evaluation Training (IPDET) at Carleton University, Canada, workshop on Environmental Evaluation, June 2007, June 2013, July 2014 (co-taught)
- Kyoto University, Japan, Visiting Researcher, Graduate School of Global Environmental Studies, September-October 2005; November-December 2013
- External examiner of doctoral dissertation, Aalto University, Water & Development Research Group: 'Integrated Water Resources Management: Constraints and Opportunities with a Focus on the Ganges and Brahmaputra River Basins,' Finland, 2009
- University of Montana, Visiting Scholar in Residence, International Development Studies Program, October 2006
- United Nations University, member of feasibility study to set up Research and Training Center on Environment and Human Security, in Bonn, Germany, 2000
- External examiner of doctoral dissertation, University of Helsinki, Department of Social Policy: 'Population and Development: A Comparative Study of Differences in Population Growth and Development in Kenya and Mauritius,' Finland, 1994
- Guest seminars and lectures in universities in USA (New York University, Columbia University, Rutgers – State University of New Jersey, University of Washington, University of Kentucky, Seton Hall University, Long Island University) and Japan (Hitotsubashi University, Iwate University, Nagoya University, Tokai University)

Scholarships and awards received:

- European Evaluation Society – Award for a Significant Contribution to Evaluation Practice (2012)
- Scandinavian Institute of African Studies – Study Grant (1982), Travel Grant to Kenya for doctoral research (1984)
- Swedish Society for Anthropology and Geography Vega Fund – Travel Grant to Kenya for doctoral research (1984)
- Finnish Cultural Foundation – Scholarship for graduate studies (1982).

Continued professional training and development

Evaluation:

- Qualitative Research and Evaluation Methods, The Evaluators' Institute, Washington, DC (2004)
- Evaluation In and Across Different Cultures, The Evaluators' Institute, Washington, DC (2000)
- Using the Program Evaluation Standards to Improve Evaluation, The Evaluators' Institute, Washington, DC (2000)
- Logical Framework, The World Bank, Washington, DC (1999)
- Development Program Appraisal and Evaluation, FAO (Food and Agriculture Organization of the United Nations), Rome, Italy (1987)
- Monitoring and Evaluation, ILO (International Labour Organization), Geneva (1986)

Management:

- IPSAS (International Public Sector Accounting Standards): Employee Benefits (Intermediate), Expense Management (Intermediate), Property Plant & Equipment Management (Beginners), Revenue Management (Intermediate), UNDP (2010-2011)
- UNDP Legal Framework: What Every Staff Should Know, UNDP (2010)
- Institutions and Development, The World Bank, Washington, DC (2000)

Other:

- Coaching: Meaningful Conversations for Change, UNDP, New York (2013)
- Basic Security in the Field I & II, UNDP (2012)
- Persons with Disabilities: Ability, Capability and Employability, UNDP (2010)
- Ethics, UNDP (2008)
- UN Programme on Harassment, Sexual Harassment and Abuse of Authority, UNDP (2006)
- HIV/AIDS in the Workplace, UNDP, New York (2005)

Personal

Born: March 26, 1957, Helsinki, Finland
Nationality: Finnish
Married to: Yoko Takahashi; daughter Nowa Kaiho Uitto-Takahashi

Languages

English (excellent)
Finnish (mother tongue)
Swedish (excellent)
Italian (good)
Japanese (fair spoken; limited reading/writing)
French (fair)
Spanish (fair)